

Washington State Health Care Authority

**Benefits Administration / Insurance
Accounting System Project
QUALITY ASSURANCE**

Periodic Report
November 1 through December 31, 2006



**STERLING
ASSOCIATES,LLP**

Quality Assurance Findings—*What is...*

◆ Environment

- The Heath Care Authority (HCA) thoroughly evaluated the five proposals they received from vendors responding to the RFP for the BAIAS project over the past two months. The evaluation process was well planned and the participants were well prepared to perform the analysis requested. The RFP coordinator managed the process with care and the attention to detail that was expected.
 - The HCA identified internal and external experts to be involved in the evaluation of different parts of the proposals. The results of each part of the evaluation process were compiled into an overall ranking of the five proposals.
 - The top two proposals were identified and each of those vendors was invited to participate in oral presentations and structured interviews. Each vendor was scheduled for a two-day demonstration and was provided with the agenda as well as the detailed scenarios that would be evaluated during the on site visit in January.

◆ Approach

- No change in approach has occurred during this reporting period.

◆ Schedule

- The project schedule has had considerable attention during this reporting period. Resources have been applied to the project to maintain the schedule agreed to with the Executive Sponsors. The acquisition phase of the project is expected to extend into March, 2007. How the project schedule will be managed once a vendor is selected for implementation has not been determined.
 - *See Previous Recommendation #1 in Appendix A*

Quality Assurance Findings—*What is...* (continued)

◆ Expectations

- Steering Committee members provided detailed expectations about their business interests and priorities that were applied to the evaluation process. The results of the evaluation process should identify the solution that most closely reflects these expectations.

◆ Leadership

- The project manager and RFP coordinator have exercised leadership within the project during the evaluation of the RFP responses. Their leadership has kept the evaluation on schedule and the values expressed by the Steering Committee members firmly embedded in the ratings assigned to various components of the proposals. Without this leadership, it may have been difficult to proceed through the evaluation process to a successful result that reflects the expectations of the Steering Committee.

◆ Resources

- Selection of a communications consultant to support communications activities has now been completed for the project. The communications activities are not placing a high demand on this resource at this point. The revised communications plan should guide the activities and approach taken as the project progresses with staff and stakeholders.

◆ Controls

- No change in the project controls or processes have been made during this reporting period. For the acquisition phase, the controls have been appropriate. More robust controls will be needed once the vendor is on board. It is an expectation of the agency that the vendor will bring with it these increased controls that are calibrated to the level of risk on the project.

Quality Assurance Findings—*What is...* (continued)

◆ Communication

- Communication with vendors, stakeholders, and evaluators has occurred frequently and has required careful attention to detail to avoid giving too little, too much, or conflicting information. Providing consistent communication about the project will be the responsibility of project staff as well as the communication specialist. These responsibilities should be reflected in the revised Communication Plan as well as the general activities to be performed by project staff.

➤ *See Previous Recommendation #3 in Appendix A*

◆ Credibility and Integrity

- The BAIAS Project is maintaining credibility and integrity with decision makers and constituents. Communication with DIS and OFM on implementation of enterprise standards within the project has contributed to the broad support being expressed for this enterprise initiative.

◆ Commitment

- Project sponsors have maintained close contact with the project as the evaluation of proposals has progressed. The results of each part of the proposal evaluation process and the issues arising from it are clearly of importance to the sponsors as well as the Steering Committee members. All of the project team members have displayed their personal commitment to the success of BAIAS during the evaluation process.

Appendix A - Summary of Recommendations

Quality Assurance Recommendations								
Recommendations		Feb 2006	April 2006	June 2006	Aug 2006	Oct 2006	Dec 2006	Status / Comments
1	Develop a project plan reflecting the assumptions built into the project and the resources available, including major tasks, milestones, decision points, dependencies, schedule and the critical path. Ensure collaboration among all participants to identify dependencies and a reasonable schedule for completion.	☆	➤	➤	➤	➤	➤	In progress. This will be in progress until the gap analysis phase is completed.
2	Clarify roles and responsibilities for project participants and decision-makers that reflects the organization of the project.	☆	➤	➤	✓			Recommendation closed.
3	Revise the communication plan and include identification of specific stakeholder needs, required information, responsibilities for completion, and timing of communication.	☆	➤	➤	➤	➤	➤	Recruitment for communications specialist is completed. Revision of the communication plan can now proceed.
	☆ Recommendation made ✓ Recommendation implemented ➤ In progress ✕ Recommendation not yet implemented							